

## **Why should the State of Montana consider providing \$738,100 in match funding for the \$5,500,000 West Fork Road Reconstruction Project in Carbon County.**

### **Economic Benefit: Return on Investment**

An Economic Impact Study of a \$5,500,000 reconstruction of the West Fork Road was funded by NorthWestern Energy and performed by Rob Gilmore, Solution Mountain. The Impact Study is available for review. Below is the summary.

### **Summary of Economic Impacts (West Fork Road Reconstruction)**

The Economic Impact Report (shown below) details the Project's economic impacts. The impact categories are described in the "Definitions and Methods" section.

The analysis shows that the original investment of \$5.5 million generates a total of \$6.4 million in gross economic outputs including both direct and indirect benefits. Of the \$6.4 million total, the report shows that \$2.9 million of the economic impacts directly benefit Carbon County. Additionally, of the funds benefiting the County, \$2.1 million are labor dollars that support 75 local jobs. (Note the jobs impacted are not all construction jobs; the indirect benefits touch jobs in many economic sectors).

The stimulated dollars also have an indirect tax benefit of \$108,800. It should be noted that the benefits of the overall West Fork Reconstruction Project are actually greater than those reported in this study. This analysis reports only expenditures related to construction and not the total project estimated at \$8 million.

In summary, it is estimated that the business-related activities will produce the following economic benefits:

- *\$6.4 million in Gross Economic Output*
- *\$2.9 million in Gross County Product.*
- *\$2.1 million in Total Labor Income*
- *75 total jobs (full and part-time).*
- *\$663,938 in Capital Income.*
- *\$108,817 in Indirect Business Taxes and Fees.*

The funding of public infrastructure projects like the West Fork Road stimulates the economy and provides direct income tax revenue and other tangible economic benefits. The West Fork Project benefits 75 jobs and leverages funding from the State Of Montana. Additionally, the public investment stimulates other private economic impacts totaling about \$900,000.

### **Current Situation:**

- The Carbon County Board of Commissioners has been pursuing funding for the reconstruction of WFR for many years. Efforts have been made to have WFR and Ski Run Roads reclassified as a major collector and a State Secondary Road, be designated as a Forest Highway, and funded under the Public Lands Highway Discretionary Grant (PLHD) program.

- The West Fork Road was designated as a Forest Highway in 2006 and again in December of 2011. In **December 2011**, this project ranked First for Forest Highway Funds.
- June of 2012. The WFR was approved for funding. A Forest Highway Project Agreement was entered into with the US Department of Transportation FWHA, the Forest Service, and Carbon County. The project construction was funded at \$5,500,000 and scheduled to start in 2014.
- July 6<sup>th</sup>, 2012. The 112th U.S. Congress passed the new transportation legislation, MAP 21. This new transportation bill removed language regarding the Forest Highway program, and replaced it with the Federal Lands Access Program (FLAP). The FLAP would provide funding for the WFR, BUT, there is now a local match requirement of 13.42% for the WFR reconstruction project. Carbon County will now have to come up with \$738,100 to proceed with this project at the current design criteria.
- Carbon County is looking at all possible sources for match funds.
- January 2013; Carbon County request the MDOT for a Functional Reclassification of the WFR.

#### Previous Actions:

- In 2005, \$350,000 was provided through a Congressional Appropriation through efforts of Senator Conrad Burns. The funding was for a preliminary engineering report (PER) on the WFR reconstruction project.
- Carbon County used \$320,000 in 2009 for reconstruction and drainage work. Funding included \$105,211 from Carbon County, \$154,690 from HB 645 funding, and \$60,481 from the Western Federal Lands Division of the FWHA. ( Senator Burns Congressional Appropriation)
- Carbon County expended over \$100,000 in 2012 to improve the Palisades Campground Rd. which will be used as a partial detour route during the WFR reconstruction.
- Carbon County expenditures on the WFR have averaged over \$78,000 per year over the last 10 years. Reconstruction would reduce annual maintenance cost to an estimated \$15,000/year.

#### Background:

- The WFR reconstruction project is a 2.9 mile section from the intersection of US 212 to the intersection of the Ski Run Road.
- The WFR provides access to the Red Lodge Mountain Recreation Area, approximately 250,000 acres of State and federal public land, 260 homes and another 75 vacant lots, and critical public communications facilities and private cell tower systems.
- Red Lodge Mountain has over 200 full time seasonal employees, 25 year around FTE's, and an annual payroll of over \$2,000,000.
- RLM serves over 115,000 skiers annually and annual bicycle racing and touring.
- ADT is 1350 vehicles/day. Summer peak is 2900 trips/day. Winter peak is 2600.

#### Scope of Work:

- The proposed project includes the roadway between Highway 212 and the base of Ski Run Road. The road would be reconstructed to 30 feet wide; it would have two 11 foot driving lanes with 4 foot shoulders and a 60 to 90 foot right-of-way.





# City of Red Lodge

P.O. Box 9  
Red Lodge, Montana 59068  
(406) 446-1606

Support  
Letters

March 13, 2013

John E. Prinkki, Carbon County Commissioner  
Carbon County Administration Building  
Red Lodge, MT 59068

Re: Reconstruction of West Fork Road

Commissioner Prinkki,

The City of Red Lodge endorses the application for funding the reconstruction/improvement of the section of the West Fork Road that remains to be done, thus completing the entire 13 mile road improvement, that part within the Custer National Forest having already been completed and brought up to current safety standards.

The project currently being requested is most necessary, considering that it serves a very large number of residents who live in the area west of Red Lodge who use that road daily.

The road is very narrow and has deep drop offs over the narrow or non-existent shoulders.

This road is the only access to our local large recreational Red Lodge Mountain Ski Run and has very heavy and fast traffic all through the ski season. The hazard posed by this narrow road is often demonstrated by slide offs into the fences and brush. Extraction of these vehicles is made difficult by the traffic flow and the need for the wrecker to totally block the road.

This road is in dire need of being brought into modern times.

Respectfully,

Brian Roat, Mayor

# Yellowstone County

## COMMISSIONERS

(406) 256-2701  
(406) 256-2777 (FAX)

P.O. Box 35000  
Billings, MT 59107-5000  
commission@co.yellowstone.mt.gov



February 1, 2013

Commissioner John Prinkki  
Carbon County  
PO Box 887  
Red Lodge, MT 59068

I support the efforts of Carbon County in securing funding to improve the West Fork Road off of Highway 212 towards the Ski Run. Many citizens of Yellowstone County use the West Fork Road to get to the ski run, access cabins, and public recreational areas. This area of the state is just a great get away for folks of our area. I understand much of the cost has been secured via a Westerns Federal Lands commitment of \$5.5 million however there is need for a match of \$731,400. I would encourage the Montana Department of Transportation to consider taking this heavily traveled highway into their system as the usage level seems to me to be that of a state highway. I understand Rep. Joanne Blyton is considering legislation for this transition from a Carbon County Road to that of the State System.

Good luck and please let me know if I can be of assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "James E. Reno".

James E. Reno, Chair  
Yellowstone County Commissioners



February 1, 2013

Commissioner John E. Prinkki  
Carbon County  
P.O. Box 887  
Red Lodge, Montana 59068

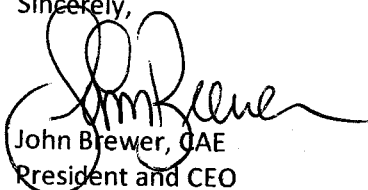
Dear Commissioner Prinkki,

The Billings Chamber of Commerce/Convention and Visitors Bureau supports your efforts to secure funding to improve the first 3 miles of the West Fork Road from the junction of Highway 212 to the junction with Ski Run Road. The lower part of the road to the Ski Area while paved, is very narrow and presents numerous hazards in the winter. We understand that your County has secured a commitment from Western Federal Lands for 5.5 million dollars to improve the road. We also understand that there is a match provision in the amount of \$731,400, and that Representative Joanne Blyton will be introducing a bill to change the designation of the stretch of road in question from a County road to part of the state of Montana highway system, making it eligible for funds from the Montana Department of Transportation. We support this effort.

The current condition of the roadway, while paved, is narrow and presents a potential safety problem. Red Lodge Mountain, during its season, is a huge draw for Billings' residents, and visitors come from throughout the region to enjoy skiing. Our Convention and Visitors Bureau market to visitors all over the world, and one of the draws is the skiing experience that Red Lodge Mountain offers.

If we can be of assistance in the legislative process, please let us know.

Sincerely,

  
John Brewer, CAE  
President and CEO



815 South 27th Street / P.O. Box 31177 / Billings, MT 59107-1177  
ph 406-245-4111 / f 406-245-7333 / [www.billingschamber.com](http://www.billingschamber.com)

**it's**  
**Billings**  
Billings Chamber of Commerce  
Convention and Visitors Bureau



# 2013



Economic  
Analysis

## West Fork Road Reconstruction

Prepared by: Solution Mountain

February 2013

This analysis is funded by NorthWestern Energy

**NorthWestern**  
Energy



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## General Project Description

This study analyzes the economic impacts of a highway project in Carbon County, MT. Specifically, the project is the West Fork Road Reconstruction project. The total project exceeds \$8 million. This analysis is limited to the \$5.5 million construction element of the project.

## Definitions and Methods<sup>1</sup>

The Project’s analysis reports on the following six categories:

1. **Gross Economic Output:** The aggregated market value of goods and services produced by businesses and government enterprises in the economy. It is essentially equal to the revenue collected by businesses (including indirect taxes) within the County or impact area.
2. **Gross County Product:** The total of value added created by the production of goods and services in the economy. It represents the sum of labor compensation, capital type income and indirect business taxes. Gross County Product is best described as new money added as a result of the combined activities of this project.
3. **Total Labor Income:** The compensation to employees and self-employed proprietors including both wages and indirect payments such as retirement benefits, health insurance and other similar fringe benefits.
4. **Total Employment:** The number of jobs generated within the impact area including full-time and part-time positions, salaried workers and sole proprietors.
5. **Capital Income:** The sum of income such as business profits, interest and rental income. Capital Income is best described as non-labor benefits.
6. **Indirect Business Tax:** Taxes and fees not based in the businesses’ income. It may represent sales taxes (if any) levied by the state and county and also property taxes levied against businesses as well as federal, state and local fees.

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<sup>1</sup> The data sets used in this report are provided by Minnesota IMPLAN Group, Inc (MIG, Inc), the developers of the IMPLAN® economic impact modeling system. IMPLAN® is used to create complete, extremely detailed Social Accounting Matrices and multiplier models of local economies. Implan enables users to make in-depth examinations of state, multi-county, county or sub-county and metropolitan regional economies. Implan is used by more than 1,000 public and private institutions. MIG, Inc. has been developing complex localized databases and serving public and private organizations since 1993.

## Industry Sectors

The study is restricted to the industry sectors and geographic area associated with this project. The result is a representative analysis with outputs that are based on historical datasets. The following describes the industry categories that are associated with the Project. The categories are based upon the North American Industry Classification System (NAICS).

<b>Highway, street, bridge, and tunnel construction</b>
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## Background and Methodology: Background and Methodology:

The report represents a broader view than simply the Project's direct expenditures or employment. For example the analysis measures the economic "footprint" as dollars multiply inside and outside of the market area and includes both direct and indirect impacts. This analysis seeks to quantify the economic benefits of the construction project in Carbon County. The results of this report are not scientific but are historically-representative of the economic impacts.

## About Solution Mountain, Inc:

Since 2003, the principals of Solution Mountain, Inc. have prepared hundreds of economic impact reports for state agencies, cities, counties, economic development districts and private corporations. Each report is based on IMPLAN datasets specific to the project's location and unique industry sectors. Solution Mountain, Inc. is a technology partner for NorthWestern Energy. Robert Gilmore, the CEO, is the recipient of the Ford Foundation's Award for Innovations in American Government and the Council of State Government's Award for Innovation.

## Summary of Economic Impacts

The Economic Impact Report (shown below) details the Project's economic impacts. The impact categories are described above in the "Definitions and Methods" section. In summary, it is estimated that the business-related activities will produce the following economic benefits:

- *\$6.4 million in Gross Economic Output*
- *\$2.9 million in Gross County Product.*
- *\$2.1 million in Total Labor Income*
- *75 total jobs (full and part-time).*
- *\$663,938 in Capital Income.*
- *\$108,817 in Indirect Business Taxes and Fees.*



## Economic Impact Report

### Carbon County, Montana - West Fork Road Report

#### Gross Economic Output

The aggregated market value of goods and services produced by firms and government enterprises in the County's economy. It is essentially equal to the revenue collected by businesses (including indirect taxes) within the County.

Implan Industry	Frequency	Direct Impact	Indirect and Induced Impact	Total Impact
Highway, street, bridge, and tunnel construction	One Time	\$5,500,000	\$970,786	\$6,470,786
<b>Totals:</b>		\$5,500,000	\$970,786	\$6,470,786

#### Gross County Product

The total value added created by the production of goods and services in the local economy. It is analogous to the concept of Gross Domestic Product at the national level. It represents the sum of labor compensation, capital type income (profits, interests and rents), and indirect business taxes (which are mainly sales taxes, but also include property taxes and government mandated fees).

Implan Industry	Frequency	Initial Purchase	Total Impact
Highway, street, bridge, and tunnel construction	One Time	\$5,500,000	\$2,966,213
<b>Totals:</b>		\$5,500,000	\$2,966,213

#### Total Labor Income

The compensation to employees and self-employed proprietors including both wages and indirect payments such as retirement benefits, health insurance and other similar fringe benefits.

Implan Industry	Frequency	Initial Purchase	Total Impact
Highway, street, bridge, and tunnel construction	One Time	\$5,500,000	\$2,193,459
<b>Totals:</b>		\$5,500,000	\$2,193,459





**Solution | Mountain**  
"The Place to See Farther"

### Total Employment

The number of jobs generated within the County, and includes: \* full-time and part-time positions \* salary workers \*sole proprietors.

Implan Industry	Frequency	Initial Purchase	Total Impact
Highway, street, bridge, and tunnel construction	One Time	\$5,500,000	75
<b>Totals:</b>		\$5,500,000	75

### Capital Income

The sum of all property type income (such as business profits, interest income and rental income) generated within the County.

Implan Industry	Frequency	Initial Purchase	Total Impact
Highway, street, bridge, and tunnel construction	One Time	\$5,500,000	\$663,938
<b>Totals:</b>		\$5,500,000	\$663,938

### Indirect Business Tax

Are taxes and fees that are not based in the businesses' income. For the most part they represent sales taxes levied by the State and the county, but also include property taxes levied against businesses as well as fees imposed by federal, state and local governments.

Implan Industry	Frequency	Initial Purchase	Total Impact
Highway, street, bridge, and tunnel construction	One Time	\$5,500,000	\$108,817
<b>Totals:</b>		\$5,500,000	\$108,817

## **FOREST HIGHWAY PROJECT AGREEMENT**

Project  
Agreement

**State:** MONTANA      **Forest:** CUSTER NATIONAL FOREST      **County:** CARBON

**Project Name:** WEST FORK ROCK CREEK ROAD      **Project Number:** MT PFH 101(1)

**Project Length:** 2.8 miles

**Parties to this Agreement:**

U.S. Department of Transportation  
Federal Highway Administration  
Western Federal Lands Highway Division (FHWA)  
And  
U.S. Department of Agriculture  
Custer National Forest (FS)  
And  
Carbon County, Montana (COUNTY)

### **A. Purpose of this Agreement:**

This Agreement documents the intent of the parties and sets forth the responsibilities of each in the development, construction, and future maintenance of the subject project.

### **B. Authority:**

This Agreement is entered into between the undersigned parties pursuant to the provisions of 23 USC 204, and the Forest Highway Regulations issued jointly by the Secretary of Transportation and the Secretary of Agriculture.

### **C. Project Funding:**

The Forest Highway Program of the 1998 United States Transportation Equity Act for the 21st Century authorizes FHWA to provide funding for specific projects. The "Tri-Agency" committee, consisting of FHWA, the Northern Region (Region 1) of the USFS, and the State of Montana, is designated to jointly decide what projects should be funded. The Tri-Agency determined this project will be funded from the Montana FY2014 Forest Highway Program for engineering, construction and construction administration.

The cost of preliminary engineering and construction engineering will be covered with Forest Highway funds. Forest Highway funds are administered by FHWA.

If Right-of-Way (ROW) and/or easement acquisition is necessary to complete the project, the COUNTY will be responsible for all costs associated with the acquisition, including ordering and obtaining title reports, preparing appraisals, preparing offer letters, funding ROW purchases, recording ROW purchases through an escrow process, and certifying to the FHWA that all ROW has efforts have been completed in conformance with the Federal Uniform Relocation Act.

If utility relocation is necessary to complete the project, the project will be responsible for the costs associated with the relocation. Any applicable reimbursement to the utility company will

be governed by Federal and State laws and regulations, or Occupancy Permits In accordance with 23 CFR PART 645.103.

**D. Project Location:**

The project is located along Forest Highway 101 – West Fork Rock Creek Road – beginning at the intersection with State Highway 212, south of Red Lodge, Montana. The nearest town, as you would

normally access the project, is Red Lodge, MT, in Carbon County. Approximate Global Positioning System (GPS) Coordinates for the beginning of the project are 45° 10' 17" N, 109° 15' 21" W.

**E. Project Description:**

**Project Objectives:**

- To improve safety through the section by providing a facility that safely accommodates vehicular traffic and pedestrian/bicycle use
- To improve maintainability of the roadway

**Proposed Scope of Work**

- Widen the roadway to include 11-foot lanes with 4-foot shoulders (30') throughout except when the road is adjacent to the historic irrigation ditch where it can be narrowed with 3-foot shoulders (28'). Design speed is 35 MPH
- Improve drainage by replacing and adding culverts where needed
- Correct remaining frost heave susceptible sections with sub excavation, import borrow, improved drainage, base aggregate, or other appropriate solutions.
- Add aggregate base
- Mill existing pavement and re-pave surface with Asphalt Concrete
- Chip seal surface to increase skid resistance during winter
- Revegetate disturbed slopes with native materials
- Improve an Elk Viewing turnout (left) near the end of the project. Consult with USFS Wildlife and Landscape Architects for needed improvements. At the minimum, the existing turnout should be paved, intersections reviewed for sight distance, and some form of kiosk placed for public education

**F. Jurisdiction**

The COUNTY has jurisdictional authority to operate and maintain the existing facility. After the project has been completed, the COUNTY will have jurisdictional authority to operate and maintain the completed project.

**G. Design Standards:**

The project will be designed in accordance with the American Association of State Highway & Transportation Officials (AASHTO) Policy on Geometric Design of Highways and Streets, 2004 edition.

The following design criteria will be applied on the project:



Functional Classification:	Rural Minor Collector
Design Speed:	35 mph
Surface Type	Asphalt
Design Volume:	2300

#### **H. Project Development:**

FHWA is responsible for obtaining environmental clearance for the proposed roadway improvements, and will administer the other phases of project development such as survey, geotechnical investigation, right-of-way plan preparation, Federal Lands Transfer Exhibits, preliminary and final design. The FHWA will obtain, or will require the contractor to obtain, all necessary Federal, State, or local permits. FHWA will seek input from the USFS and the COUNTY throughout development of the project.

The USFS and the COUNTY will participate in the project's development to the extent that their capabilities and resources permit.

During Project Development, all partner agencies will:

1. Coordinate with the other partner agencies as needed.
2. As applicable, provide overall direction regarding agency policy, standards, procedures, and administration
3. Ensure the environmental decision document is consistent with applicable laws, rules, and regulations, and provide written concurrence.
4. Review and approve the plans and specifications at each phase of the design and for each project.
5. Ensure that completed plans, specifications, and estimates (PS&E) are consistent with the intended outcome.
6. Upon receipt of acceptable plans, specifications, & estimates (PS&E), provide written concurrence prior to bids being solicited by FHWA for construction.

#### **I. Right-of-Way:**

The COUNTY will be responsible for the acquisition of any rights-of-way and/or easements necessary to complete the project. The COUNTY will not initiate right of way acquisition until FHWA has written an environmental decision document.

Prior to FHWA soliciting bids for the project, the COUNTY will certify to FHWA that all right-of-way appraisals and acquisitions have been performed in accordance with the Uniform Relocation Assistance and Real Properties Acquisition Policies Act of 1970 and the Uniform Relocation Act Amendments of 1987.

Prior to FHWA soliciting bids for the project, the USFS will review and issue the Letter of Consent (LOC) as outlined in the FHWA/USFS Federal Lands Transfer Memorandum of Understanding. When the USFS has granted FHWA the appropriation and transfer of National Forest System lands for right-of-way purposes through the LOC, FHWA will obtain the proper signatures and the COUNTY will record the Highway Easement Deed prior to the completion of construction.

**J. Utilities:**

FHWA will identify conflicts with identified utilities. When the NEPA document has been completed, FHWA will provide the COUNTY with a Utility package for their use in relocation of the utilities within the project.

The COUNTY will be responsible for the relocation of any utilities necessary to complete the project. In accordance with 23 CFR PART 645.103; any applicable reimbursement to the utility company will be governed by State and Federal laws and regulations, or Occupancy Permits. Utility relocation costs will be paid for by the COUNTY. The COUNTY will be reimbursed for their portion of the relocation costs.

The COUNTY will provide FHWA with a relocation plan/agreement to incorporation in the design and/or Special Contract Requirements as needed.

**K. Construction:**

As soon as practical after the plans are complete and funds are available, FHWA will either solicit bids or negotiate with a contractor to construct the project in accordance with the Federal Acquisition Regulations (48 CFR 1) and the Transportation Acquisition Regulations (48 CFR 12).

During the construction phase, FHWA will appoint a Project Engineer to oversee and inspect the work to ensure a quality product. The construction will be governed by the FP-03, Standard Specifications for Construction of Roads and Bridges on Federal Highway Projects. The Project Engineer is FHWA's designated contact during the construction phase.

The USFS and COUNTY will:

1. Appoint a representative who will be the primary contact for FHWA's Project Engineer.
2. Assist FHWA in considering proposed design changes, evaluate change impacts, and provide construction oversight as needed in issues related to their respective agencies, and ensuring that requests meet the requirements intended in the PS&E.
3. Review for approval all proposed design changes (change orders).
4. Attend final inspection upon completion of construction.
5. Upon completion of construction, a final inspection will be convened by FHWA with attendees the USFS and COUNTY, and if it is determined the project has been constructed in substantial conformity with the approved plans and specifications, the Partner agencies will be asked for their final acceptance of the constructed project.

**L. Roles and Responsibilities:**

Activity	Responsible Agency
<b>Environmental</b>	
Wetland determination/delineation	FHWA
Assessment of availability of materials from commercial pits	FHWA
Public and Tribal scoping	FHWA
Threatened/Endangered species analysis and documentation/BA	FHWA
ESA Section 7 consultation	FHWA
Cultural resource assessment	FHWA
Cultural (SHPO) Section 106 consultation	FHWA
Obtain required environmental permits	FHWA
FHWA NEPA documentation	FHWA

<b>Project Design and Construction</b>	
Topographical survey	FHWA
Assessment of availability of materials from commercial pits	FHWA
Design of project and assembly of PS&E package	FHWA
Preparation, advertisement and award of construction contract	FHWA
Administration of construction contract	FHWA

#### **M. Project Development Schedule:**

Dates for completion of major project development milestones are:

Project Initiation.....	March 2012
NEPA Completion .....	July 2012
Completion of 95% Design.....	August 2013
PS&E Package Delivered to Contracts ( <i>Signoff</i> ) .....	January 2014
Advertise Contract .....	February 2014
NTP .....	July 2014
Construction.....	July 2014 – October 2015

*“Signoff” is the point at which all design and construction contract documents are completed, and ready to be processed for advertisement.*

*“NTP” is Notice to Proceed, allowing the construction contractor to start construction of the project.*

#### **N. Project Costs**

<b>Project Costs</b>	
Preliminary Engineering (PE)	\$570,000
Construction Administration (CE)	\$660,000
Construction (CN)	\$5,500,000
Total	\$6,730,000

#### **O. Legal Claims:**

FHWA will be responsible for any tort claims alleging negligence by its employees in the design or construction of the project. When both FHWA and another Federal agency are involved in the events giving rise to the claim, FHWA will serve as the lead federal agency in accordance with the Department of Justice regulations (28 CFR 14.2(b) (2) governing administrative claims filed under the Federal Tort Claims Act for any claims alleging negligence in the design or construction of the project.

#### **P. Maintenance:**

During construction of the project, the contractor will bear all expense of maintaining traffic except during authorized winter suspension periods. If it is necessary that the facility remain open for public use during a period of winter suspension, the COUNTY will be responsible for routine maintenance, including snow removal. Damages occurring as a result of such winter maintenance (*i.e.*, guardrail damage, asphalt surfacing) will also be the responsibility of the COUNTY. Extraordinary maintenance will be handled by mutual agreement of the COUNTY and FHWA on a case by case basis.



After construction, the COUNTY will operate and maintain the highway at their expense and totally under their control. Maintenance is the preservation of the entire roadway surface, shoulders, roadside, structures, and such traffic control devices as are necessary for its safe and efficient utilization.

**Q. Amendments to the Project Agreement:**


This Project Agreement may be modified by mutual agreement of the affected parties.

**R. Termination:**

This agreement may be terminated by mutual written consent of all parties. Any termination of this agreement shall not prejudice any rights or obligations accrued to the parties prior to termination.

**This Agreement shall be effective as of the date of the last signature.**

**DEPARTMENT OF TRANSPORTATION  
FEDERAL HIGHWAY ADMINISTRATION  
WESTERN FEDERAL LANDS HIGHWAY DIVISION**

By  6.6.2012  
Dan Donovan, Director of Program Administration Date

**USDA FOREST SERVICE  
Custer National Forest**

By \_\_\_\_\_  
Mary Erickson – Forest Supervisor Date

**CARBON COUNTY  
Approved By:**

\_\_\_\_\_  
John Grewell – Commissioner Date

\_\_\_\_\_  
John Prinkki – Commissioner Date

\_\_\_\_\_  
Doug Tucker – Commissioner-Chair Date

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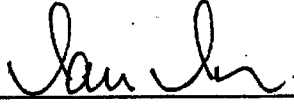
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**DEPARTMENT OF TRANSPORTATION  
FEDERAL HIGHWAY ADMINISTRATION  
WESTERN FEDERAL LANDS HIGHWAY DIVISION**


By  6.6.2012  
Dan Donovan, Director of Program Administration Date

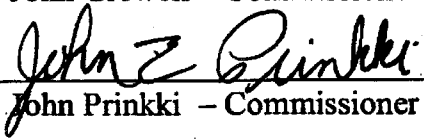
**USDA FOREST SERVICE  
Custer National Forest**

By \_\_\_\_\_  
Mary Erickson – Forest Supervisor Date

**CARBON COUNTY**

Approved By:

 6/14/12  
John Grewell – Commissioner Date

 6/14/12  
John Prinkki – Commissioner Date

Not present \_\_\_\_\_  
Doug Tucker – Commissioner-Chair Date

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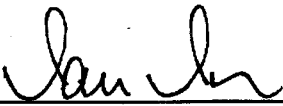
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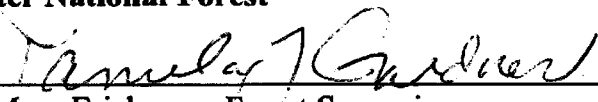
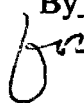
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**DEPARTMENT OF TRANSPORTATION  
FEDERAL HIGHWAY ADMINISTRATION  
WESTERN FEDERAL LANDS HIGHWAY DIVISION**

By  6.6.2012  
Dan Donovan, Director of Program Administration Date

**USDA FOREST SERVICE  
Custer National Forest**

By  6/11/12  
 Mary Erickson - Forest Supervisor Date

**CARBON COUNTY  
Approved By:**

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John Grewell - Commissioner Date

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John Prinkki - Commissioner Date

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Doug Tucker - Commissioner-Chair Date